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FILE Meetings 2

1978

OFFICE OF SECURITY

Conference Highlights

4-6 October 1978

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OFFICE OF SECURITY

1978 Conference

Highlights

4 October 1978 - Talk by Mr. Robert W. Gambino, Director of Security

•There has been no major reorganization in the Office since 1973 and no large scale shakeup is planned. There will undoubtedly be some fine tuning, however of the machinery necessary after we study the implications and impact of the [REDACTED] case.

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•In terms of personnel staffing, the Office has been anything but static in the last five years: we have hired 128 professionals and 316 clericals while losing 145 professionals and 318 clericals over that period.

•We have had some significant EEO gains in the past five years: 11% of our current population is made up of minorities.

•Unfortunately, because of retirements, we have lost a large number of very valuable employees and a rich backlog of experience.

•The DCI is personally very interested in our programs and has demonstrated this by his close following of our industrial security efforts, his frequent mention of security in speeches and papers and his close tracking of development in security cases, e.g., [REDACTED] etc.

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•The Office will continue to focus maximum emphasis on personnel security programming. The goal is to maintain the best investigative apparatus in the Government. Personnel security still is and will remain the keystone of our program.

•We must be unusually receptive to new ideas, creativity and improvisation. We must be good listeners to new approaches, many of which may well come from very junior employees, i.e., EOD's from recent PARC recruitment drives.

•We must continue to have the courage and fortitude to resist pressures from various quarters to change our program dramatically and to perhaps lower our standards in some areas and to raise them in others, i.e., more physical security at the expense of personnel security.

*The polygraph program remains an essential part of our total security effort. Recently, polygraph technology has been applied to the industrial security program with very worthwhile results. We must maintain an impeccable record of testing because of the significant criticism of the polygraph among high level officials within Congress.

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*The [REDACTED] case teaches us that each and every case that comes before the Clearance Division for adjudication is important. Each case is a challenge and represents a potential penetration which must be approached with that serious frame of reference.

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*The past year has been a good one in terms of records management. The Office completed a comprehensive review of file holdings at [REDACTED] along with our retrievable records at [REDACTED]. Significant records review and analysis work was also accomplished at Headquarters.

*In the area of physical security, the SACS (or badge machine) continues to impress - it has won total acceptance by the Agency population. Officials of other agencies are examining the SACS for their potential use.

*During the past 12 months a significant and multi-dimensional industrial security program was developed. [REDACTED] STATINTL
contractor facilities have been audited reflecting the increased emphasis on industrial security.

*On 16 October a comprehensive baggage check program will be instituted at Headquarters and Headquarters area buildings. This program is being instituted because evidence indicates that a number of Agency employees have gotten into the habit of taking home classified information. The Federal Protective Officers will administer the checks at all entrances.

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*The [REDACTED] case will clearly develop some changes in our security program especially in the area of document control. The challenge will be to introduce appropriate and significant reforms which will not paralyze the dynamic and quick response capabilities of the Agency's production components.

*A persistent and pervasive problem over the past year has been that of leaks to the media. One positive aspect of this situation has been the very significant executive branch appreciation of the problem - up to and including the President. We continue to be frustrated, however, by the fact that it is not easy to get FBI and Justice Department action on these cases unless the Agency displays willingness to declassify material involved to support a prosecution endeavor.

•A task force under the direction of [REDACTED] has STATINTL
been organized to comprehensively examine all aspects of our
security program focusing on three main areas:

- Personnel Security
- Physical Security
- Information Handling Security

All members of the Office are asked to cooperate fully with the task force. The recommendations and conclusions of the task force will probably have a significant effect on the future of the Office.

Highlights of DDCI Address

•While the past year has been difficult for the Office of Security, Mr. Carlucci noted and reviewed the reasons he is optimistic about the future:

- a) Extremely solid and deep White House support for our program
- b) Recognize a better attitude on the part of the American public (particularly away from Washington) towards Agency and its mission
- c) Significantly better relations with Congress especially our oversight committees
- d) Fact that even in face of cases that have broken in recent past, there is still full recognition that vast majority of Agency employees are loyal and good personnel

In regard to personnel management, an area in which the DDCI takes a very active role, he stated that he feels recruitment and personnel development go hand-in-hand. The new probation period of three years provides time for counseling. If people are managed and counseled properly those who otherwise might have stayed and become possible security problems in the future will be counseled to seek employment elsewhere during the first three years of employment.

•Finally, Mr. Carlucci pointed out the need for the Office to increase the volume of its security indoctrination program. He believes it is imperative that the program be understood by all employees.

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HIGHLIGHTS OF D/PUBLIC AFFAIRS PRESENTATION

•Mr. Hetu pointed out that the Agency has embarked on a policy of greater openness with the public relative to the intelligence business. The critics of this approach often suggest that the Agency was better off in the earlier days of its history when public affairs activities consisted largely of saying "no comment" to every query. The public insists upon knowing more about the Federal Government than it did before and the Agency's openness policy is an attempt to be reasonably and properly responsive to this pervasive public attitude.

•The game plan now operating in the Agency's Public Affairs program has three objectives. First, we seek to explain the process of foreign intelligence collection and production to the American public and to make the best possible case for "the need for intelligence in a free society." Second, we seek to analyze the media's outflow to identify where, in the United States, the Agency is in the most serious trouble relative to public opinion and media negativism. Third, the game plan seeks to explain why sources and methods require maximum protection and why legislation toward this end is vitally needed.

•The protection of sources and methods is a subject of such importance and such misunderstanding with the public that it deserves special emphasis and, in fact, constituted the theme for the Public Affairs Office for the upcoming year.

•While the Agency no longer sponsors open tours we do play host to specific groups when they ask to visit. These visitors tend to be "opinion makers" from academic institutions, media-related organizations, etc. They are hosted at Agency programs where the presentations are unclassified and their exposure to the main Headquarters Building is minimal.

•The Agency is organizing a speaker's bureau which will be capable of providing speakers to audiences around the country who could profit from greater awareness of the intelligence business.

•The goals for the future include a heavy emphasis on the need for legislation to combat the problem of leaks and also to enhance public appreciation for the need for better charter legislation to govern the intelligence efforts on a community basis.

•The cooperation between the Public Affairs Office and the Office of Security has been extremely close and highly productive. Nowhere was this better seen than when CBS worked in the Headquarters Building to produce the "60 Minutes" show on the Agency earlier in the year.

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HIGHLIGHTS OF PRESENTATION BY MR. JACK BLAKE,
DEPUTY DIRECTOR FOR ADMINISTRATION

•Over the past four years, significant strides have been made toward making the Directorate of Administration a cohesive Agency entity as opposed to the loose cohesiveness of offices many employees perceived it to be before. This cohesiveness has been displayed in terms of better communication by the DDA offices, more joint projects conceived and run by DDA offices working in unison and in the development of DDA policies and procedures with multiple office inputs and general utility.

•The Office of Security's performance over the past four years has been admirable particularly when viewed from the perspective of the pressure it has been under and the exalating volume of its work. In the current Agency administration, the two areas of emphasis that have drawn the greatest attention from the DCI and the DDCI are Security and Personnel management. Accordingly, both the Office of Security and the Office of Personnel have had a great deal of work to do beyond the normal pursuance of their basic programs and both Offices may expect a continuance of these special requirements on into the future.

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[REDACTED] 5 October 1978

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•On 5 October 1978 at [REDACTED] the conference played host to a series of speakers from outside the Office of Security. Each of these speakers was asked to deliver a status report on their organizations and to identify the principal problems they perceived facing their individual elements. Here are some highlights of those presentations.

•Mr. Tony Lapham, the Agency's General Counsel, talked about the woeful inadequacy of laws operative today to protect the intelligence profession against unauthorized disclosures by its current or former employees. Mr. Lapham reviewed the legal history of the intelligence field over the past six years and concluded that from a legal standpoint the Agency stands uniquely vulnerable today to deal with cases such as those of [REDACTED], Frank Snepp and others. The difficulty lies essentially with the lack of truly realistic and responsive espionage laws and the concomitant relief on laws involving breach of contract. Mr. Lapham indicated that much work, therefore, must be done in this legal arena with the first step being the production of effective charter legislation to legally institutionalize the reforms and guidelines of the Executive Order 12036.

*Dr. Sayre Stevens, Deputy Director, National Foreign Assessment Center, presented a status report on the National Foreign Assessment Center and stressed that, unlike the former Directorate of Intelligence, NFAC was now serving a variety of new customers and delivering to them a variety of new products. He stressed that economic intelligence was growing as an area of NFAC emphasis along with intelligence having to do with energy on a world-wide basis. Dr. Stevens continually stressed that issues having to do with energy resources, currency strengths, balance of payments, agriculture, etc., loomed almost as large as weapons strength as topics of interest for NFAC analysts in the future.

*Chief of Operations of the NE Division addressed the conference on the general situation in the Middle East with particular emphasis on the current instability in Beirut and contrasting it with general military and social conditions in Tehran. He stressed that terrorism is the greatest security threat in both of these areas as far as the Agency is concerned and the Office of Security will require great skill and finesse in coping with these threats.

*Mr. John Stein, Associate Deputy Director for Operations, spoke to the group on the current situation in the DDO. He expressed confidence that the Directorate was alive and healthy. He noted that a smaller, more mobile and more innovative DDO was the key to the future of that organization. He stated that the Directorate was faring very well in terms of its credibility with its policymakers who are still finding the DDO production highly credible and indeed the only source of solid information on foreign country intentions. In this connection, he noted that science and technology, important though they are in the building of collection systems, could never replace the techniques of the DDO in assessing intentions of possible courses of action by would-be adversaries.

STATINTL [REDACTED], Chief of the Center for Counterterrorism and Crisis Response, addressed the conference on the subject of behavioral aspects of terrorists, terrorist groups and the victims of terrorism. [REDACTED] is a psychiatrist and a recognized expert in dealing with international terrorist incidents. He has done extensive research on POW's, former hostages, terrorist negotiating techniques and crisis management. [REDACTED] talked about the importance of quick response in dealing with groups of would-be terrorists so that the counteraction can be effected before group solidarity sets in. STATINTL [REDACTED] named the Japanese Red Army as perhaps the most awesome kind of terrorist organization because of the members' suicidal

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inclinations. Finally, [REDACTED] stressed the vital importance of buying time in coping with terrorist incidents. From his experience, which is international and renowned, [REDACTED] has found that time always works to the advantage of the victim of the terrorist incident.

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•The Director of Personnel spoke to the group and reflected on the many new initiatives on personnel management under discussion and some under implementation in the Agency. Mr. Janney told of the greater involvement by managers today in planning, decision making, in resource utilization and the development of career management programs. He noted that some of this new trend of involvement could be attributed to the much heavier oversight, both Congressional and public, that Agency managers are exposed to today. Finally, Mr. Janney talked about the uniform promotion program introduced in the Agency on 1 October 1978. Mr. Janney stressed that the goals that have been set for the promotions by the various offices are based on careful statistical analysis of personnel attrition. Accordingly, these goals should facilitate upward mobility without creating problems of personnel surplus or other undesirable results.

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[REDACTED] - 6 October 1978

Highlights of Workshop and Full Conference Discussions of
"Major Policy Issues Facing the Office of Security"

•The Office has committed itself to running a full-scale bag/package check program at all building exits, utilizing the Federal Protective Officers. Although the program is certain to generate some controversy, especially in the matter of inspecting women's purses, the effort seems necessary to pursue as a means of promoting better discipline in handling classified information. There have been 128 documented cases in the past 18 months of employees guilty of improper disclosure or storage of classified information, e.g., taking material out of the building to work at home. This is the central problem that the bag check program is intended to address. The program is certainly not keyed to neutralizing acts of treason or espionage which could easily circumvent current bag check procedures. It is

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important for the bag check program to be explained to the Agency's population as to what it is intended to do and not do.

- The Office needs a broader based security program, operating at more levels and employing more types of media. Evidence of inadequate security awareness has surfaced in connection with a wide variety of personnel security cases over the past two years. A program is envisaged which entails more frequent security briefings during the course of a typical Agency career coupled with security reminders in the forms of posters, films and other media.

- The Office must continue to press for the highest quality in its RIP investigations and RIP polygraph activities. Both programs are being watched intently by the Agency's personnel. Any lapses in quality and standards will surely lead to complaints. Fortunately, there have been few of these which is somewhat remarkable in view of the youth and relative inexperience of some of the officers who have been working RIP cases. The Office, nevertheless, continues to be eager for new ideas of how the RIP investigations and RIP polygraph interviews may be improved.

- The Office must work more closely with records management officers throughout the Agency to effect special protection for the Agency's most sensitive documents. A program toward this end is now underway; it will involve having each office identify its most sensitive document holdings, cluster these holdings for maximum physical security protection and assign personal accountability for each item in the collection. It is expected that most of the ingredients in the collections will be Top Secret documents, some even compartmented Top Secret.

- The Office must be more aggressive in promoting research and development ideas in the area of document controls. Critics of the Agency's security program are likely to stress weak document controls as one of the real vulnerabilities of the total program. Accordingly, we must focus on methods to improve document accountability, document inventorying and methods to eliminate unauthorized document copying.

- It is important, in the year ahead, for the Office to get greater control over visitor flow into and within Agency buildings. The Security Access Control System (SACS) will be programmed to provide more data than ever before on visitor movements but the problem goes deeper than SACS considerations and extends to the kinds of badges issued, to whom, with what

justification and with what subsequent access. Substantial reduction in the number of visitor badges is a serious goal for the immediate future.

•The Office must continue to seek the highest quality in its professional recruits. We have found that, although it entails a great deal of work, the Professional Applicant Review Committee (PARC) can deliver outstanding recruits to our ranks. The PARC achievements since 1974 have been noteworthy on many fronts, including equal employment opportunity considerations.

•Career Counseling: There appears to be some concern in the Office over the matter of career counseling - the way it is done, how often it is done, and whether the parties involved (employee and supervisor) afford it the formality and documentation it deserves. It is clear that career counseling is not typically taking place at the four-times-a-year pace prescribed in the Office policy directives. Some employees complain that they are rarely, if ever, given career counseling, told where they stand in management's eyes and what to do to improve their situation. Other employees assert that they have supervisors who do not differentiate the casual daily encounters with their personnel and the kind of counseling opportunities employees feel they deserve when a matter as important as career management is involved.

So it is clear that some attention must be given to this subject. The new personnel initiatives being launched from the DCI and DDCI Offices all require that managers and their personnel have frank and open communications and that there be a predictability and certainty about this communication. To plan, to prepare for and to execute counseling sessions rank with the manager's greatest challenges. The Office must restudy this matter and introduce changes as necessary to better support the career counseling program.

•Vacancy Notices: Vacancy notices are a key feature of the Office's personnel rotation activities. They are used and relied upon by Career Panel members and by Career Board members. They are respected and considered important. Still, some employees are skeptical and cynical about certain aspects of vacancy notice use. Symptomatic of this skepticism and cynicism is the overall decline in vacancy notice responses over the past year. Some Office employees have been heard to say that they do not believe that vacancy notices are truly used as the Office advertises.

Part of the problem may be that employees respond to vacancy notices and never have any sense of what is happening with the selection until the "winner" is announced. Even after that, usually nothing is said to the persons who applied and did not "win." While it would deliver significant added work, the Office must seriously contemplate post-selection counseling with all vacancy notice respondents. This possibility will be explored.

The Office first began using vacancy notices during April 1974 and they are used for positions GS-06 and above. It is a system which, by and large, has served both management and employees well but it may now need some fine tuning.

•Clerical Attitudes: Certain clerical employees in the Office feel that the Office is too conservative in its clerical career programming. Some feel that upward mobility for clericals in the Office of Security is more difficult than for clericals in other Agency offices.

It may be that this problem will be lessened with the formation of a second Clerical Career Board - the Senior Clerical Career Board - and the more personalized representation that that should induce.

There are, however, other problems and areas of concern. Some employees feel that there is insufficient appreciation at senior levels in the Office of clerical concerns and frustrations. Another aspect of this is the belief held by some that more communication outlets or media are needed for clerical personnel. Serious consideration should be given to the production of one or more clerical conferences for Office personnel. This will be done.

•Personnel Recruitment: Since March 1974, the Office has handled its recruitment of professional personnel through the use of a screening instrumentality called the Professional Applicant Review Committee (PARC). Although time consuming and costly, the PARC approach has apparently produced good results, i.e., fine selections of career-oriented personnel. Still, doubts remain in some sectors as to the true cost effectiveness of the PARC approach to recruitment and selection. For this reason, the Office will run, in FY 1979, a study under the MBO Program to determine the real attitudes of PARC recruits as to the manner of their selection, training, placement, administrative processing, etc. The feeling is strong

that changing the PARC approach should only be done in response to data establishing the need for change. The report of the MBO study will be available in the fall of 1979.

•Equal Employment Opportunity: The Office is dedicated to a strong EEO program which insures equity and equality of opportunity for all employees. The Office seeks also to avoid all management influences traceable to the factors of race, religion, color, sex, national origin, physical handicap, mental handicap, or age. It is felt that the Office has made real progress in an EEO sense in the past several years but the EEO program requires constant attention, with no letdown to reflect with self-satisfaction on the past, and it requires full participation at all levels of the chain of command.

The EEO Act of 1972 places great emphasis on affirmative action which goes far beyond the avoidance of discrimination and the endorsement of equal opportunity. The Act stresses the importance of: (1) training managers and supervisors in EEO policies and practices; (2) evaluating the EEO performance of managers and supervisors. In this connection, the Office must increase the tempo of its EEO training activity. Also, this Office, in conformity with other components of the Agency, will soon require that all supervisors be rated on the specific duty of "EEO Performance." Not only will this dimension be rated on a three-part scale, but the topic will also be addressed in the narrative section of the performance evaluation.

•Letters of Instruction: It is Office policy now to consider Letters of Instruction (LOI's) as an optional tool available for supervisors to use but not required in every case. The LOI is especially indicated in those cases where the supervisor feels that communication is inadequate as to performance expectations and he wants to "get them on paper" to avoid later confusion. The LOI is also indicated where the supervisor feels that there are one or more areas of self-improvement that should be explicitly identified, documented for the record and tracked for the purposes of the next rating period.

